

DD/S 71-0812

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH

: Deputy Director for Support

SUBJECT

: Executive Officers Group Conference

1. This is to report briefly on the conference of the Executive Officers Group at Charlottesville, Virginia at the Federal Executive Institute on the 4th, 5th, and 6th of March.

2. As you had observed when you asked me to take your place at the conference, the program had little specific application to the Agency or my role in it, but I did find the material of interest in a personal sense. Also, as you know, the greatest benefit came from meeting the senior management officers of the Executive Branch. I shall not attempt to report in any detail on the substance of the conference, but would like to reflect three items of interest which were by-products. The first has to do with use of retirees as consultants. Personal discussions with Bernie Rosen and Leo Pellerzi, among others, supported the position taken by Alan Dean in the formal unit of the program that it was a desirable and effective technique to use retirees as consultants in an independent contractor arrangement; i.e., to buy a piece of work from them for a fixed price and avoid all of the complications of reemployment. I learned that we are not the only ones who have used retirees under such arrangements for such things as writing history. A second item of interest was an observation by Robert Froehlke that, in terms of quality and competence of its personnel, he rated this Agency tops and he always looked forward with pleasure to dealing with the Agency and its representatives on matters of common concern. At the luncheon table one day, during a conversation in which Frank Sherwood was attempting to review with the new Assistant

Secretary for Administration and Management at HEW (Brady) and Alan Dean's Deputy at Transportation (Heffelfinger) the use of FEI and its philosophy in training executives, Sherwood went out of his way to comment on the quality of the management of this Agency. It was well nigh embarrassing to have to smile modestly while he said what he did.

3. As I have already indicated, many of the individual officers inquired of you and, in sending their regards, spoke most highly of you as friend and colleague. I should like to add my personal appreciation for having had the opportunity to attend.

RSW
Robert S. Wattles
Assistant Deputy Director
for Support

Att

Conference Program

ADD/S:RSW/ms (9 Mar 71)

Distribution:

Orig - Adse, w/Att

1 - ER, w/o Att

1 - DD/S Chrono

1 - DD/S Subject, w/Att & Background notes

1 - RSW Chrono

NATIONAL INSTITUTE OF PUBLIC AFFAIRS
1225 Connecticut Avenue, N.W. • Washington, D.C. 20036

EXECUTIVE LEADERSHIP AND MANAGEMENT ISSUES FOR THE 1970's

A conference for
members of
The Executive
Officers Group
sponsored by
The National Institute of
Public Affairs

March 4-6, 1971
The Federal Executive Institute
CHARLOTTESVILLE, VIRGINIA

THURSDAY, March 4

6:30 p.m. RECEPTION AND DINNER

8:00 p.m. THE CONFERENCE BEGINS

Chairman

Joseph M. Robertson
Assistant Secretary for
Administration
Department of Agriculture

WHAT NEEDS TO BE DONE

George P. Shultz
Director
Office of Management and
Budget

General Discussion

FRIDAY, March 5

9:00 a.m. ANALYSING THE FUTURE

Chairman

William D. McElroy
Director
National Science
Foundation

Resource Persons

Minard I. Foster
Head, Division of
Navigation Development
and Regional Studies
Tennessee Valley
Authority

1

Bertram Gross
Distinguished Professor of
Urban Affairs and
Planning
Hunter College of the City
University of New York

General Discussion

12:15 p.m. LUNCH

1:15 p.m. CURRENT PROBLEMS IN
ADMINISTRATION -- AN
INFORMAL DISCUSSION

5:45 p.m. DINNER

7:45 p.m. THE USE OF CONSULTANTS

Chairman

Elmer B. Staats
Comptroller General of
the United States

Resource Persons

Clifford Graese
Partner-in-Charge,
Management Consulting
Peat, Marwick, Mitchell
and Company

Samuel Harris
President
Sam Harris Associates, Ltd.

Wesley Hjernevik
Deputy Director
Office of Economic
Opportunity

General Discussion

SATURDAY, March 6

9:00 a.m. THE FORMS OF REGIONAL
ORGANIZATION

Chairman

John B. Waters, Jr.
Federal Cochairman
Appalachian Regional
Commission

Resource Persons

Herbert Bingham
Executive Secretary
Tennessee Municipal
League

Royce Hanson
President
Washington Center for
Metropolitan Studies

Edwin Harper
Special Assistant to
the President

General Discussion

12:15 p.m.

LUNCH

1:30 p.m.

THE FEDERAL GOVERNMENT
A VIEW FROM THE OUTSIDE

Chairman

Sherry R. Arnstein
Executive Consultant
Boise Cascade Corporation

Resource Persons

Gwendolyn A. Bullock
Manpower Development
Specialist
Human Services, Inc.

Charles Halpern
Director
Center for Law and
Social Policy

Carl Madden
Chief Economist
Chamber of Commerce of
the United States

General Discussion

4:30 p.m.

CLOSING REMARKS

Mr. Robertson

4:45 p.m.

ADJOURNMENT

MEMBERS OF THE
EXECUTIVE OFFICERS GROUP

Ernest C. Betts, Jr.
Assistant Secretary for
Administration
Department of the Treasury
Washington, D. C. 20220

Charles A. Bowsher
Assistant Secretary,
Financial Management
Department of the Navy
Washington, D. C.

Rodney Brody
Assistant Secretary for
Administration and Management
Department of Health, Education
and Welfare
Washington, D. C. 20201

Howard C. Brown, Jr.
Assistant General Manager
U.S. Atomic Energy Commission
Washington, D. C. 20545

Robert C. Cassidy
Assistant Director for
Management
Office of Economic Opportunity
Washington, D. C. 20506

Lester P. Condon
Assistant Secretary for
Administration
Department of Housing and
Urban Development
Washington, D. C. 20410

John G. Connell, Jr.
Administrative Assistant to
the Secretary of the Army
Department of the Army
Washington, D. C. 20310

Alan L. Dean
Assistant Secretary for
Administration
Department of Transportation
Washington, D. C.

Lane Dwinell
Assistant Administrator
for Administration
Agency for International
Development
Washington, D. C. 20523

Robert F. Froehlke
Assistant Secretary of Defense
(Administration)
Department of Defense
Washington, D. C. 20301

James W. Hargrove
Assistant Postmaster General
Bureau of Finance and
Administration
Post Office Department
Washington, D. C. 20260

Richard Hite
Deputy Assistant Secretary
for Administration
Department of the Interior
Washington, D. C. 20550

Dwight A. Ink
Assistant Director
Office of Management and Budget
Washington, D. C.

Larry A. Jobe
Assistant Secretary for
Administration
Department of Commerce
Washington, D. C. 20230

W. L. Johnson, Jr.
Assistant Administrator for
Administration
General Services Administration
Washington, D. C. 20405

Tom Kouzes
Acting Assistant Secretary
for Administration
Department of Labor
Washington, D. C. 20210

John A. Lang, Jr.
Administrative Assistant to the
Secretary of the Air Force
Washington, D. C. 20330

Richard C. McCurdy
Associate Administrator for
Organization and Management
National Aeronautics and
Space Administration
Washington, D. C. 20546

Francis G. Meyer
Assistant Secretary of
Administration
Department of State
Washington, D. C. 20520

Nicholas J. Oganovic
Executive Director
U.S. Civil Service Commission
Washington, D. C. 20415

Charles Parker
Office of Management and Budget
Washington, D. C.

Lea M. Pellerzi
Assistant Attorney General
for Administration
Department of Justice
Washington, D. C. 20530

Ben Posner
Assistant Director for
Administration
United States Information Agency
Washington, D. C. 20547

~~Joseph M. Robertson~~
Assistant Secretary for
Administration
U. S. Department of Agriculture
Washington, D. C. 20250

Bernard Sisco
Assistant Director for
Administration
National Science Foundation
Washington, D. C. 20550

Lynn Seeber
General Manager
Tennessee Valley Authority
Knoxville, Tennessee 37902

L. K. White
Executive Director-Camptrroller
Central Intelligence Agency
Washington, D. C. 20505

Rufus Wilson
Associate Deputy Administrator
Veterans Administration
Washington, D. C. 20420

N O T E S



PROGRAM

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110065-4

THURSDAY, March 4

② ~~6:30 p.m.~~ 8:00 p.m.

① ~~8:00 p.m.~~ 6:30 p.m.

(in the Library)

RECEPTION AND DINNER

THE CONFERENCE BEGINS

Chairman

~~Joseph M. Robertson~~

LARRY A. JOBE

~~Assistant Secretary for~~

Asst Secy for Admin

~~Administration~~

DEPT OF COMMERCE

~~Department of Agriculture~~

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9:00 a.m.

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Bertram Gross

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~~HOWARD GRAY~~
~~John B. Waters, Jr.~~
~~Federal Cochairman~~ DEPUTY DIRECTOR
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Tennessee Municipal League

Royce Hanson
President
Washington Center for
Metropolitan Studies

~~Edwin Harper~~ JOSEPH G. HAMRICH
~~Special Assistant to~~ DEPT ASST SECY OF COMMERCE
~~the President~~ FOR ECON. DEV. PLNG.

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General Discussion

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Mr. ~~Robertson~~ JOSE

4:45 p.m.

ADJOURNMENT

EXECUTIVE OFFICERS GROUP

March 4-6, 1971
Charlottesville, Virginia

Participants Roster

Ernest C. Betts, Jr.
Assistant Secretary for
Administration
Department of the Treasury
Washington, D. C.

Rodney Brady
Assistant Secretary for
Administration and Management
Department of Health, Education
and Welfare
Washington, D. C.

Howard C. Brown, Jr.
Assistant General Manager
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Robert C. Cassidy
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Lester P. Condon
Assistant Secretary for
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Washington, D. C.

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Administrative Assistant to
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Department of the Army
Washington, D. C.

-2-

Alan L. Dean
Assistant Secretary for
Administration
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Washington, D. C.

Ben Ellington
Deputy Assistant Director
for Administration
United States Information Agency
Washington, D. C.

Robert F. Froehlke
Assistant Secretary of Defense
(Administration)
Department of Defense
Washington, D. C.

William S. Heffelfinger
Deputy Assistant Secretary
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Department of Transportation
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Washington, D. C.

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Washington, D. C.

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Lynn Seeber
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Tennessee Valley Authority
Knoxville, Tennessee

Bernard Sisco
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National Science Foundation
Washington, D. C.

Robert S. Wattles
Assistant Deputy Director
for Support
Central Intelligence Agency
Washington, D. C.

-4-

Rufus Wilson
Associate Deputy Administrator
Veterans Administration
Washington, D. C.

3 March 1971

Mr. Frederic N. Cleaveland, President
National Institute of Public Affairs
1225 Connecticut Avenue, N. W.
Washington, D. C. 20036

Dear Mr. Cleaveland:

I am indeed sorry that I am unable to attend the Executive Officers Group conference at Charlottesville this weekend. Mr. Helms is tied up all this week with Congressional hearings and has requested that I stay home and keep store.

I appreciate being able to substitute Bob Wattles. He is our Assistant Deputy Director for Support. This is the directorate which handles all of the administrative matters of the Agency, and I am sure you will find him well equipped to participate. I know he will derive a great deal from the conference, and we are grateful for the opportunity to take part in it.

Sincerely,

/s/

L. K. White
Executive Director-Comptroller

LKW:blp

Distribution:

Original - Addressee (handcarried by Mr. Wattles)

~~1~~ - ADD/S

1 - ER

1 - ExDir

NATIONAL INSTITUTE OF PUBLIC AFFAIRS

SUITE 300, 1225 CONNECTICUT AVENUE, N.W., WASHINGTON D. C. 20036

FREDERIC N. CLEAVELAND
President

AREA CODE (202)
296-0903

February 18, 1971

TO : Participants, Executive Officers Group,
Fourth Charlottesville Conference

FROM: Frederic N. Cleaveland *FNC*
President, National Institute of Public Affairs

SUBJ : Details of the Conference

The Fourth Conference for members of the Executive Officers Group will be held at the Federal Executive Institute in Charlottesville, Virginia. It will begin with a reception at 6:30 p.m. on Thursday, March 4, in the Dominion Room Lobby, followed by dinner in the Rotunda Room. The conference will adjourn at approximately 4:45 p.m. on Saturday, March 6. Lodging has been arranged for Thursday and Friday nights only.

The attached Manual includes a conference program, background readings for the various sessions, and biographical information on resource persons. In addition to a bibliography, each section of readings contains a brief review of the material presented. This information, coupled with the Manual's introduction, should give participants a clear notion of the conference's rationale and the ground to be covered.

The Manual also contains a fact sheet and a brochure on the Federal Executive Institute.

Should you have any questions about the conference, please call me or Alex Silva of my staff.

BOARD OF TRUSTEES: John D. Millett, *Chairman* James E. Webb, *Treasurer* Frederic N. Cleaveland, *Secretary and President*
William T. Golden Roger W. Jones Ronald B. Lee Matthias E. Lukens Kent Mathewson William W. Parsons
Nathan W. Pearson

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FRI AFT.

JOB, ~~LEAD~~, ~~MANAGEMENT~~

FRI PM -

CONSULTANTS

OLDEST PROFESSION

DOCTOR, ENGINEER, MGT CONSULTANT

IPS, LAWYER CHAOS

GRASS - KNOWLEDGE VS EXPERIENCE -

IT MORE IMPORTANT -

IMPORTANCE - NEED TO DEFINE ABS INITIALLY

WORNEVIA - FREE FLOATERS - BAD -

CONTINUITY PROBLEM - IN 4 OUT

SHOULD BE HIRED BY THE PEOPLE WHO NEED

ALAN DEAN - USE OF RETIREES - GOOD (WHERE APPROPRIATE)

TIME/COST OF BRINGING THE CONSULTANT UP

TO LEVEL AT WHICH CAN BE BEGIN TO BE EFFECTIVE

THE FUTURE -

HOW TRAW PEOPLE TO EVALUATE EFFECT OF PRESENT
ACTIONS IN THE FUTURE.

THINGS WHICH WE THOUGHT WERE GOOD FOR SOCIETY
HAVE TURNED OUT NOT TO HAVE BEEN.

GROSS - SERVICE -

INFORMATION - BASED SOCIETY

INFORMATION - MARS - ENERGY MATRIX

FROM ORGANIZATION TO NETWORK

FLEXIBLE, DISPERSED, LEADERLESS

FOSTER -

"BEYOND MALINUS"

LHW -

S. SCOE - ACCEPTS INVITATION - WILL PHONE

J. R. ROBERTSON - CSC/RIPP

FROEHLKE - COMMENT ON QUALITY, COMPETENCE

PLEASURE IN DEALING -

SHERWOOD - QUALITY OF M&T